

King County Sheriff's Office Performance Audit

King County Auditor's Office

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Government Accountability and Oversight Committee

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Audit Summary

The audit focused on 4 major areas. Major findings include:

1. Patrol and Criminal Investigations Divisions Staffing and Workload:

- Patrol FTE staffing reduced proportionate to workload reductions from annexations and incorporations , but patrol posts not reduced as much.
- Patrol and CID staffing not tied to workload.

2. Unincorporated Area Staffing and Cost Comparisons:

- Staffing level higher than average; highest level of compensation and cost per unincorporated area resident.

3. Growth of Staffing Costs Over Time:

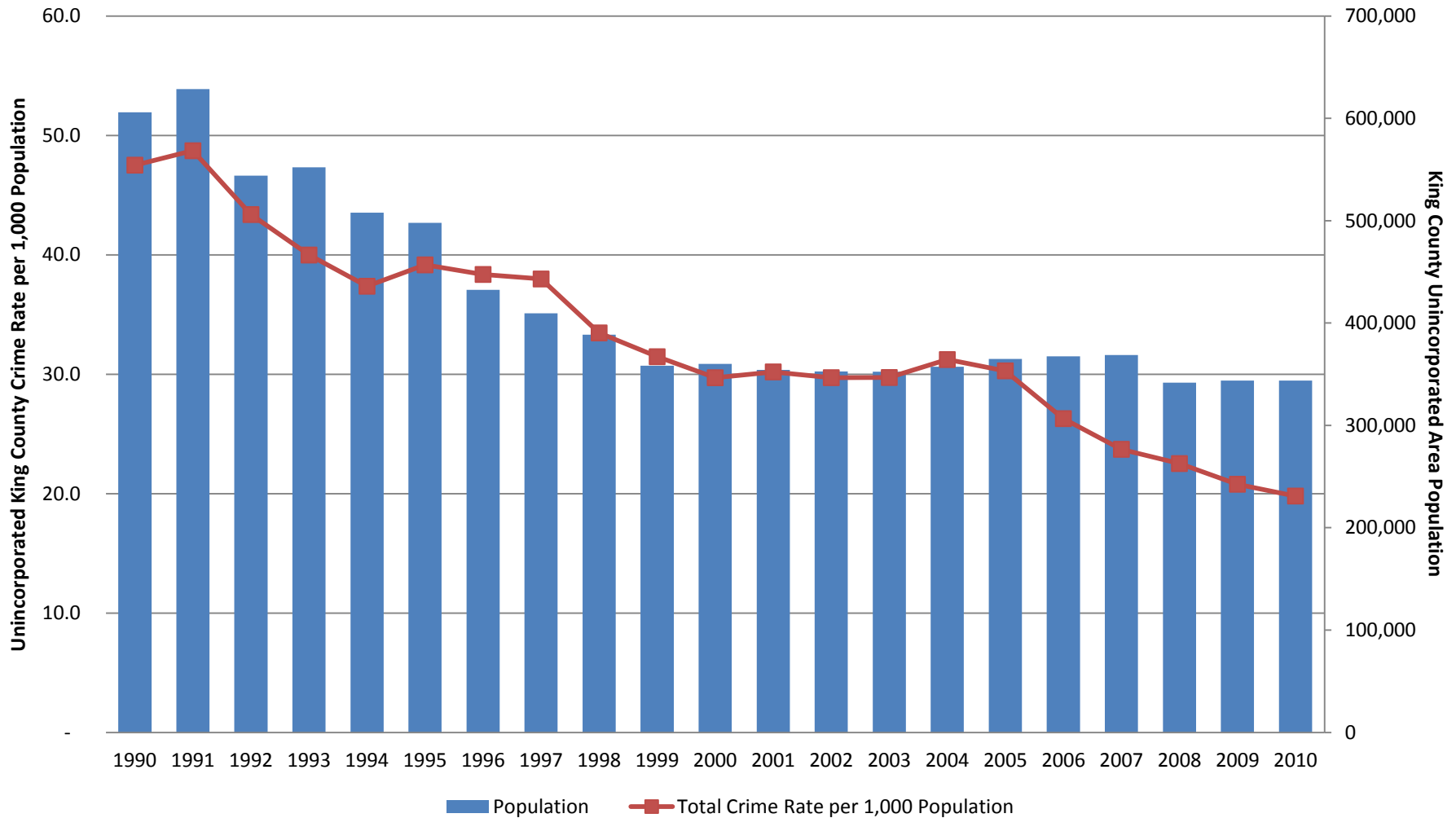
- 2008-2012 Collective Bargaining Agreement has accelerated staffing cost growth.

4. Criteria for determining whether to charge for countywide services:

- Criteria are informal and in some cases, inadequate.

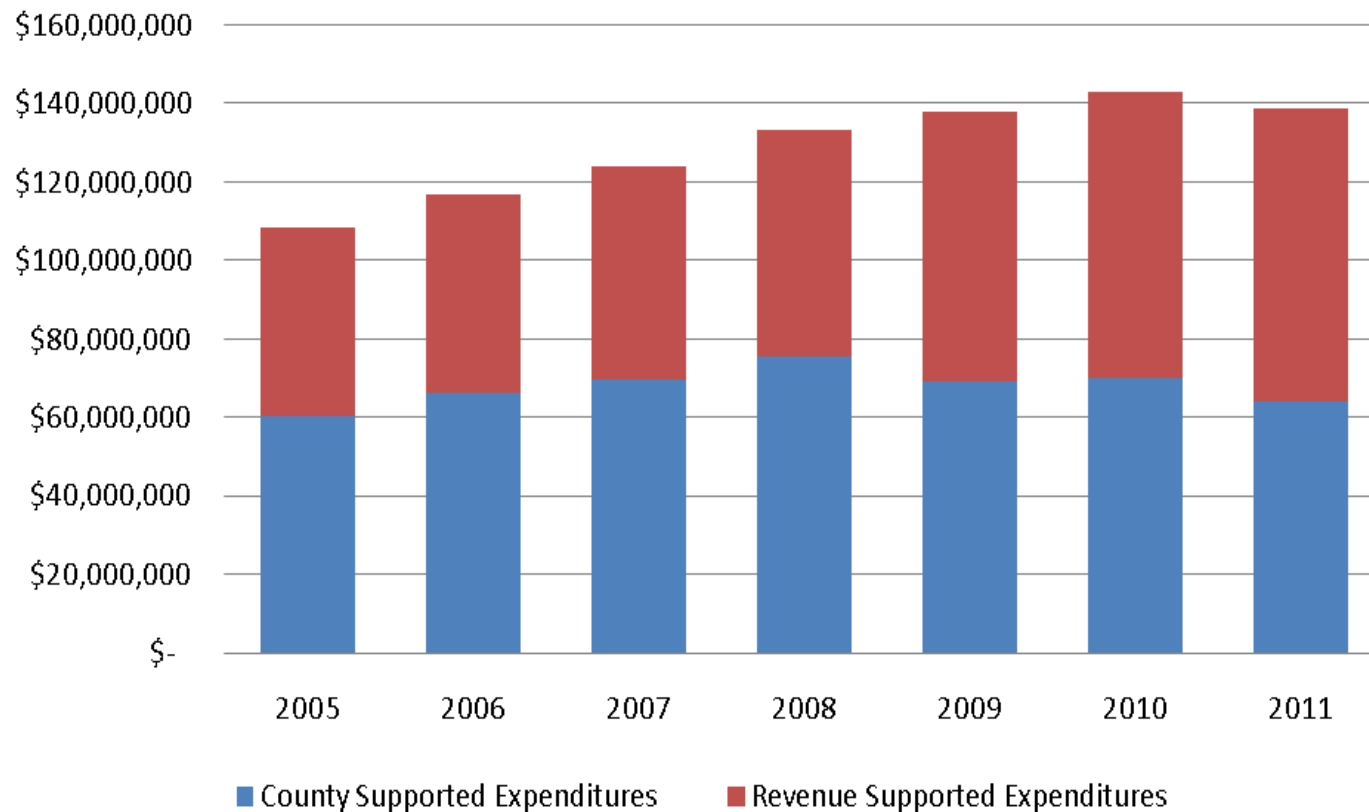
Background:

Decreasing Unincorporated King County Population and Crime Rate



Background:

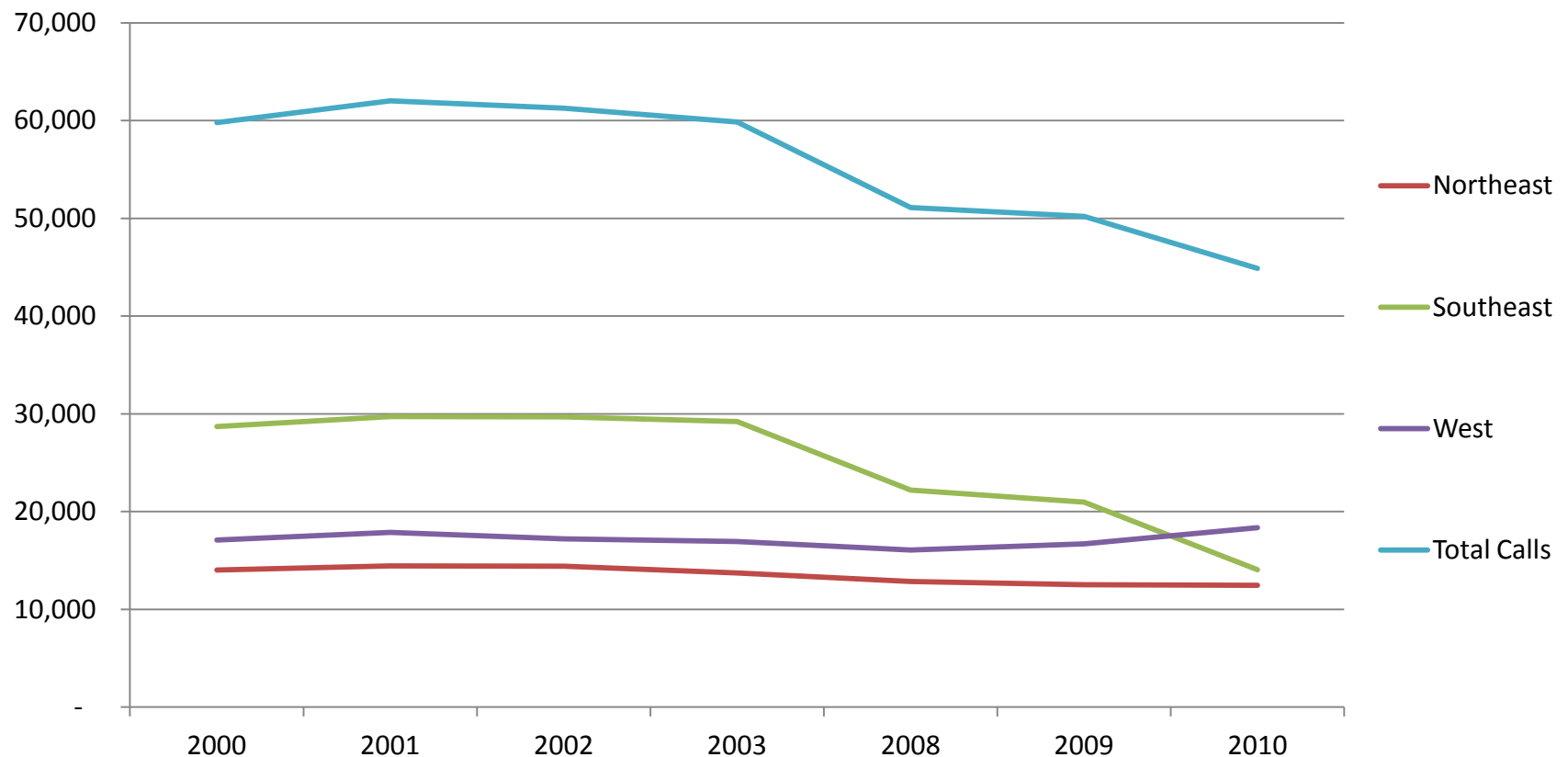
County Funding Has Decreased While Contract Funding Has Increased



Patrol Workload Changes

911 Calls for Service, 2000 - 2010

Unincorporated area calls for service have decreased by 25% with some geographic differences.



Comparison of Workload with Staffing 2000 – 2011

- Patrol FTE Staffing reductions similar to decline in calls
- Scheduled duties not reduced as much

| | 2000 | January 2011 | Percent Change |
|---------------------------------------|--------|-----------------|-------------------|
| Calls for Service | 59,809 | 44,870 | - 25% |
| Unincorporated Patrol FTEs | 189 | 137 | -28% |
| Scheduled Staffing | 76 | 67 | -12% |

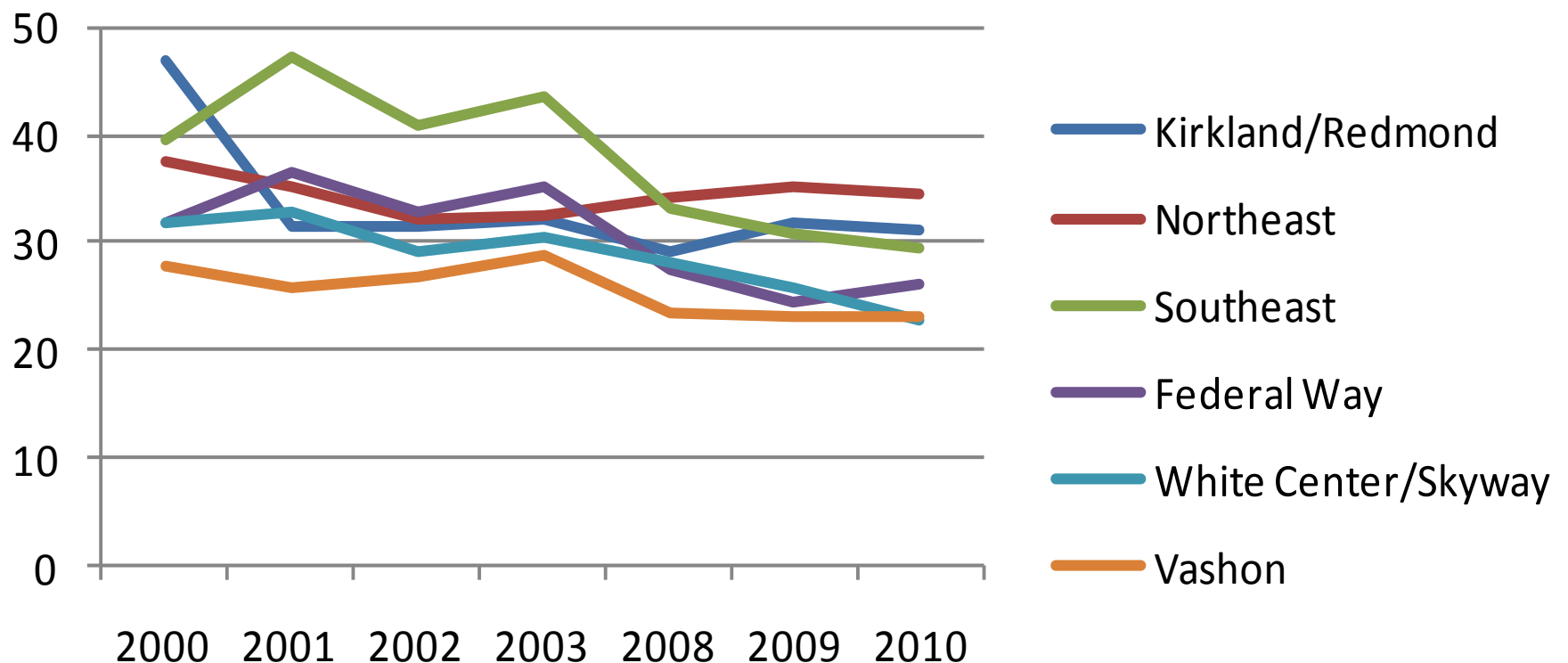
Potential Impacts of Changes in Patrol Staffing

- Remaining officers working more overtime
- Improved response times
- More time available for proactive activities
 - Community oriented policing
 - Problem-solving
- Proactive work underway since 2000, but KCSO management has limited data and information
- Additional performance and workload data is needed

Unincorporated Patrol Response Time

Average Minutes per Call, 2000 - 2010

KCSO response times have generally improved over time, with some geographic differences.



Follow-up on Previous Audits

Unincorporated Patrol Staffing Management

- Previous recommendations:
 - Develop a new staffing plan tied to workload and performance rather than fixed geography
 - More efficient overtime use
- These recommendations are partially implemented:
 - Some efficiencies (e.g., merging precincts)
 - Planning for new staffing and scheduling tool
- However, plan still based on geography and undefined performance goals

Patrol Staffing Recommendations

KCSO should:

- Continue efforts to strengthen its staffing plan
- Continue pursuing economies of scale in patrol staffing
- Develop a plan that identifies patrol workload and performance, including community and problem-oriented policing activities

Criminal Investigations Division

Staffing and Workload

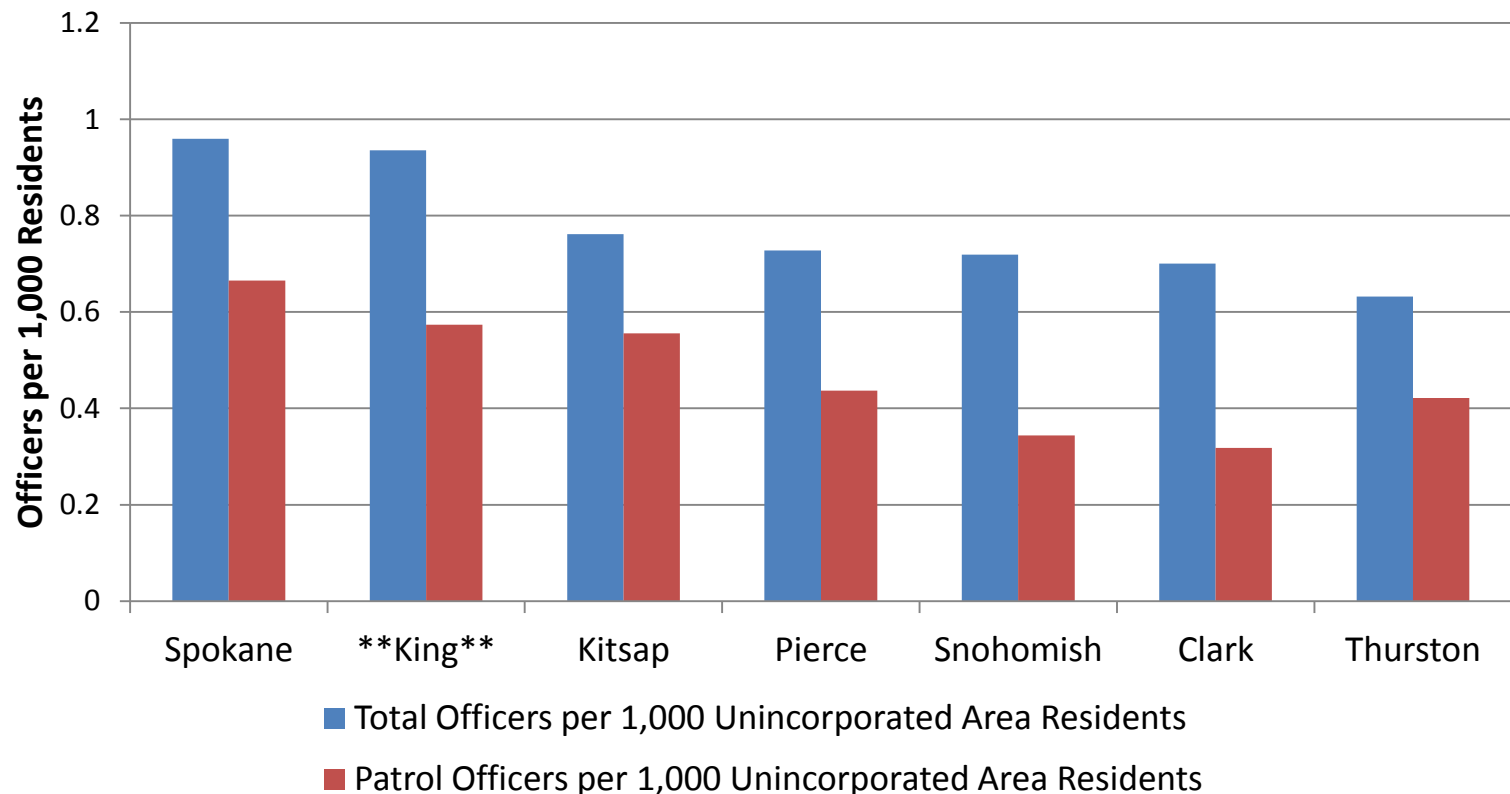
- CID staffing has been reduced by 42 detectives and 10 other staff since 2008
- Some detective workload not directly affected by annexations and incorporations
- Difficult to measure detective workload
- No measures available to compare workload to staffing
- New management efforts underway

Criminal Investigations Recommendation

- The Criminal Investigations Division should develop a more systematic case management system and strengthen its approach to monitoring detective workload

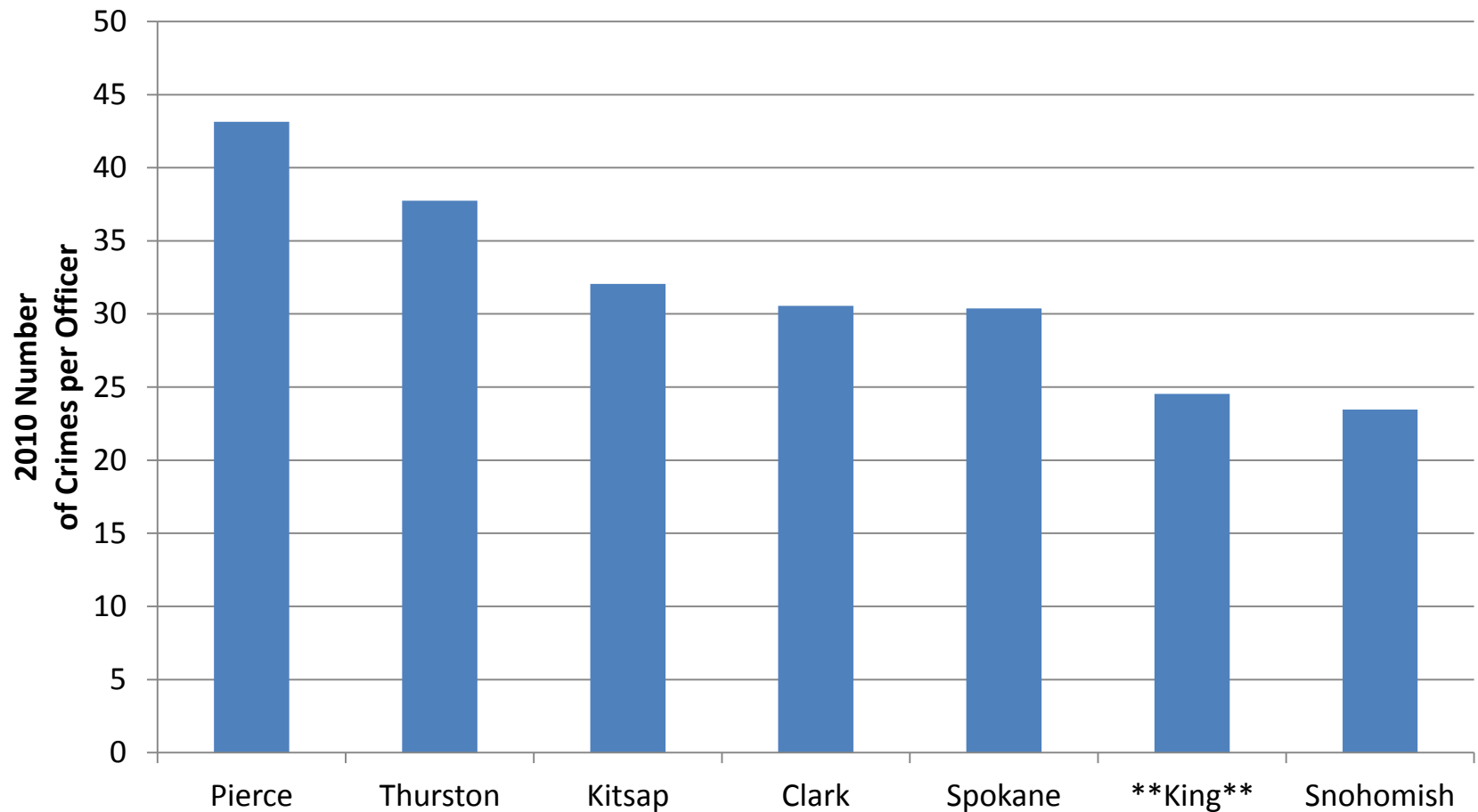
Comparisons With Other Jurisdictions – Officer Staffing per 1,000 Unincorporated Area Residents

Staffing for unincorporated area services in King County is second highest among the jurisdictions in the comparison.



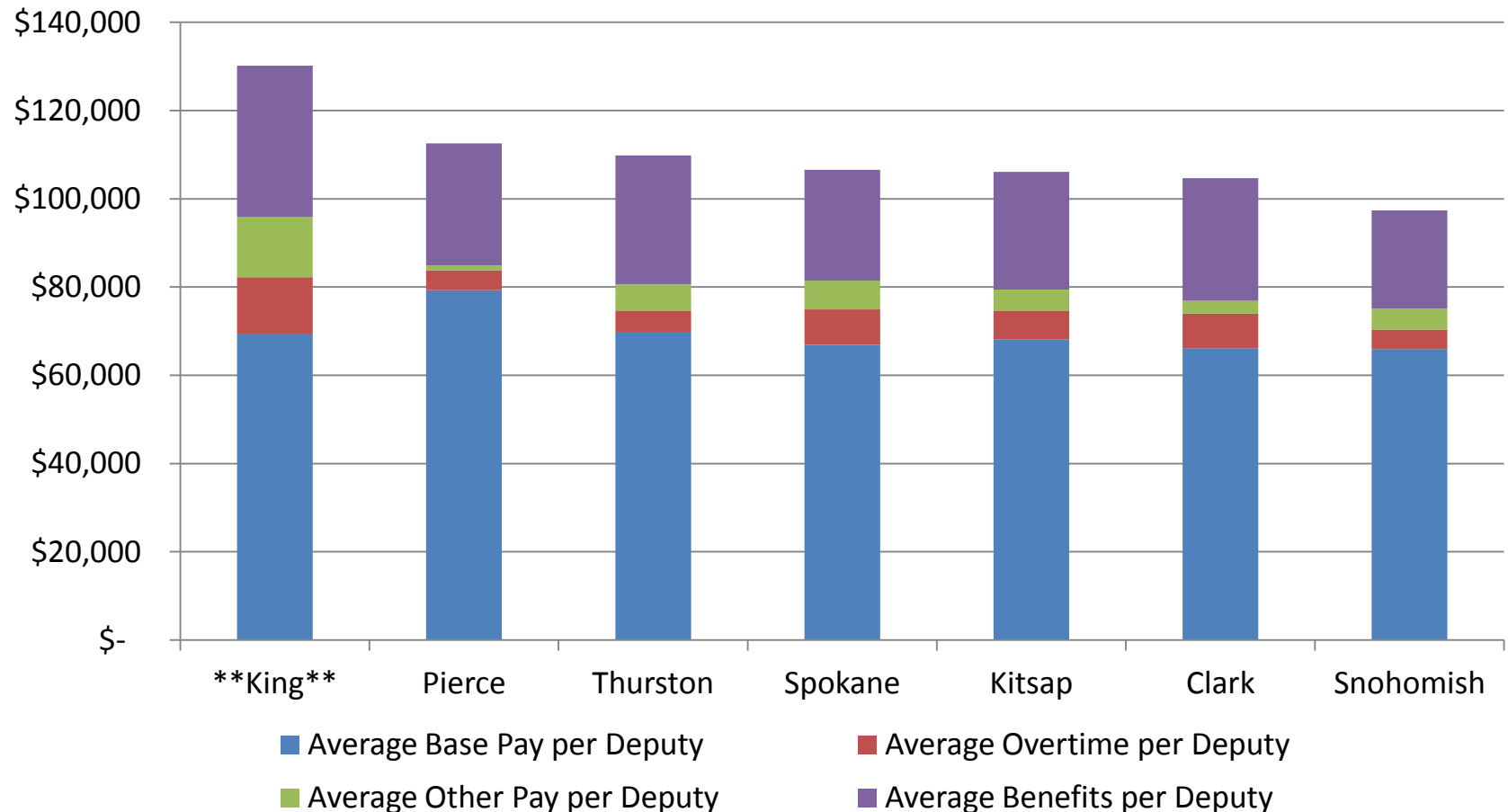
Comparisons With Other Jurisdictions – Number of Crimes per Officer

The number of unincorporated area crimes per officer serving the unincorporated area is lower than average in King County.



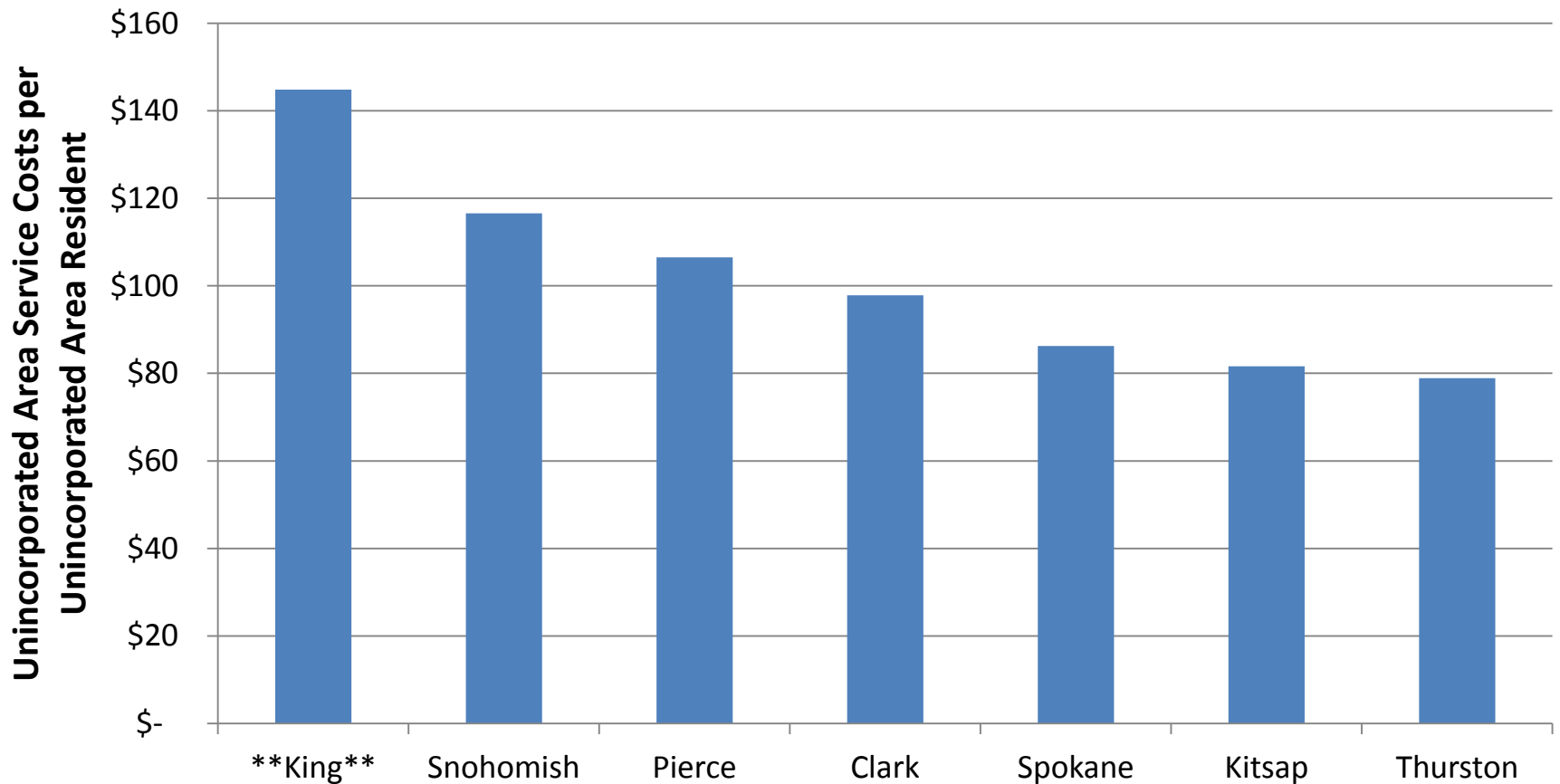
Comparisons With Other Jurisdictions – Officer Compensation

Average compensation per deputy is highest in King County.



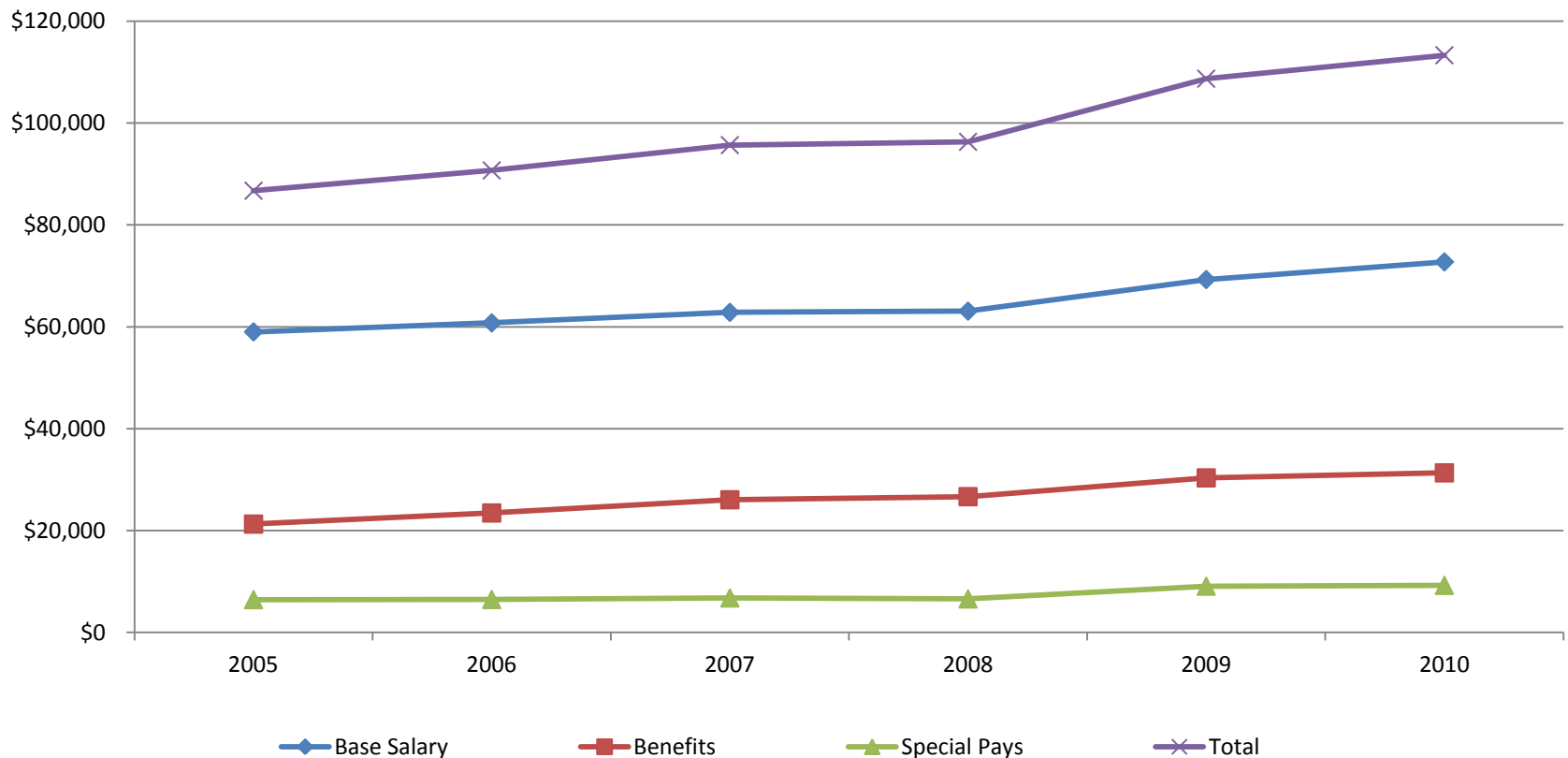
Comparisons With Other Jurisdictions – Cost per Unincorporated Area Resident

The cost of services in the unincorporated area per unincorporated area resident is highest in King County.



Staffing Cost Growth

Staffing cost growth accelerated after the adoption of the 2008-2012 Collective Bargaining Agreement.



Staffing Cost Growth

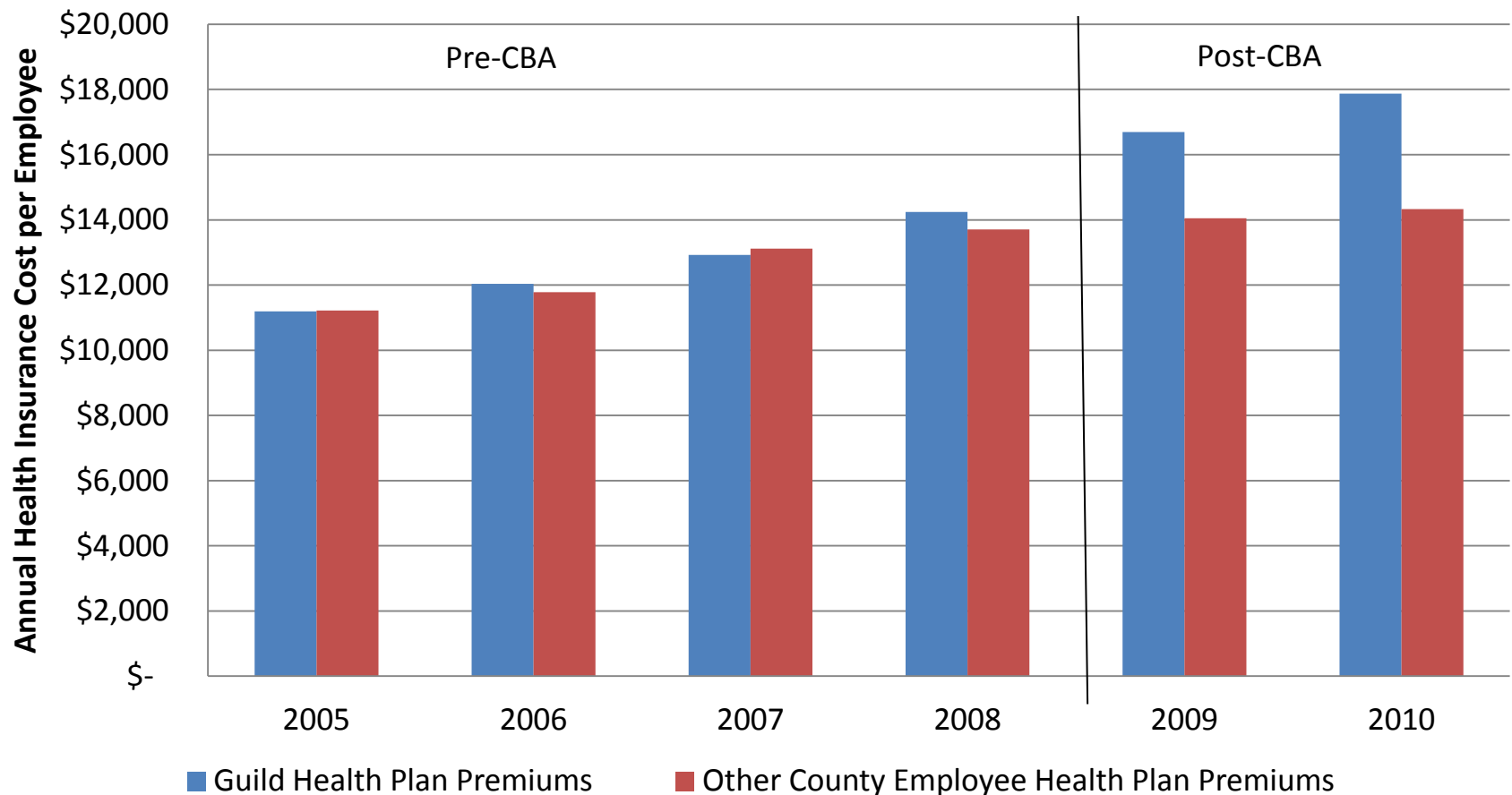
In addition to the 5% annual wage increases, other provisions of the 2008 collective bargaining agreement have increased costs.

| Change in Compensation | Impact on 2010 Costs |
|---|----------------------|
| Annual wage increase of 5% | \$9,892,138 |
| Creation of Patrol Longevity Program | 740,546 |
| Basing Premium Pays on Individual Pay Rates | 980,857 |
| Increase of Minimum Overtime Earned per Callout | 37,673 |
| Reducing Number of Sergeant Pay Steps | 142,245 |
| Total Impact: | \$11,793,459 |

Staffing Cost Growth

Health Benefit Costs

Health benefit costs for deputies have also grown substantially since the adoption of the 2008-2012 CBA.



Collective Bargaining Process

- Not clear that analysis of compensation at comparable jurisdictions during bargaining process includes all types of compensation
- Fiscal impacts on fiscal note presented in terms of annual incremental impact, not annual cumulative impacts
- Recommendations (to executive):
 - When analyzing compensation levels from comparable jurisdictions during the collective bargaining process, the Human Resources Division should consider all forms of compensation including base salary, extra pay, and benefits
 - Fiscal notes should present fiscal impacts in terms of annual cumulative impact as well as annual incremental impact

Local, Regional & Specialty Services

- Local services (patrol and precinct-based detectives) provided in unincorporated area and in cities that contract for services
- Regional services (e.g., search & rescue, bomb disposal, criminal and civil warrants) provided free-of-charge countywide
- Specialty services (e.g., SWAT, communications center, marine patrol) provided countywide on a fee-for-service basis in cities

Local, Regional & Specialty Services

- Criteria for determining whether a countywide service is regional (free-of-charge) or specialty (fee-for-service in cities) are informal, and in some cases, inadequate
- Recommendation: KCSO should clarify and formalize criteria for determining whether a service is regional or specialty

Summary of Recommendations

We recommend that:

1. KCSO develop a results-oriented patrol staffing plan.
2. KCSO continue to pursue economies of scale in patrol staffing.
3. KCSO develop a plan that identifies patrol performance and workload goals.
4. KCSO develop a more systematic case management system for the Criminal Investigations Division.
5. HRD consider all forms of compensation when comparing compensation to comparable jurisdictions.
6. HRD present fiscal impacts of bargaining agreements in terms of annual cumulative impacts.
7. KCSO develop formal criteria for classifying services as regional or specialty.

Sheriff/Executive Responses

- Sheriff concurs or partially concurs with Recommendations 1-4
- Sheriff does not concur with Recommendation 7
- Executive concurs with two recommendations (5 & 6) directed to HRD